DEPARTMENT OF THE AIR FORCE
HEADQUARTERS, 1947TH ADMINISTRATIVE SUPPORT GROUP
WASHINGTON, D.C.

REPLY TO
ATTN OF: DPMMA

2 0 MAY 1981

SUBJECT: Individual Mobilization Augmentee (IMA) Operational Working Group Workshop

TO: *AF/DALMFE*

The IMA Operational Working Group will convene a workshop at ARPC, 9-11 June 1981 (Atch 1). Please review the minutes of the MAJCOM/SOA meeting on IMA program management (Atch 2). Comments and recommendations on management improvement procedures for the IMA program should arrive my office not later than 29 May 1981. This information will assist me in representing the 1947 ASG and HQ USAF.

JIMMY D. WARD, CMSgt, USAFR
Pentagon IMA Administrator

2 Atch
1. HQ AFMPC/MPCYC Msg 141600Z May 81
2. AF/MPXX Ltr

USAF review(s) completed.

PENTAGON TELECOMMUNICATIONS CENTER

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RTTUZYUW RUWTMAA2698 1342220
ROUTINE
R 141600Z MAY 81
FM HQ AFMPC RANDOLPH AFB TX//MPCYC//
TO RUEAHQA/HQ USAF WASH DC//MPXX/MPMX/REP//
RUCIMAA/HQ MAC SCOTT AFB IL//DPB//
RUWTEKA/HQ SAC OFFUTT AFB NE//DPB//
RUCIPBA/HQ TAC LANGLEY AFB VA//DPX//
RUEDAWA/HQ AFSC ANDREWS AFB DC//DPB//
RUVAFLC/HQ AFLC WRIGHT PATTERSON AFB OH//DPB//
RUQVAAF/HQ ESC KELLY AFB TX//CF//
RUEDFUA/HQ AFIS FT BELVOIR VA//REP//
ZEN/HQ ATC RANDOLPH AFB TX//DPB//
RUVEFFB/HQ AFAFC LOWRY AFB CO//MP//
RUVRAAA/HQ AFRES ROBINS AFB GA//DPR//
RHCUABA/HQ AFCC SCOTT AFB IL//RF//
RUWRNLB/HQ ADC PETERSON AFB CO//CK//
RUEAHQA/1947ASG WASH DC//DMPC//
INFO RUVEFFD/ARPC LOWRY AFB CO//DPR/DPM/XP//
BT
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UNCLAS
SUBJ: INDIVIDUAL MOBILIZATION AUGMENTEE (IMA) OPERATIONAL WORKING
GROUP WORKSHOP, 9 - 11 JUNE 1981.
THE IMA OPERATIONAL WORKING GROUP WILL CONVENE AT ARPC, LOWRY AFB CO
ON 9 - 11 JUN 81 TO DEVELOP, DISCUSS, AND OFFER MANAGEMENT IMPROVE-
MENT PROCEDURES AFFECTING THE IMA PROGRAMS. REQUEST EACH ADDRESSEE
SEND ONE REPRESENTATIVE TO THE WORKSHOP WITH A WORKING KNOWLEDGE OF
THEIR IMA PROGRAM AND THE ISSUES RAISED AT THE 3 - 5 MAR 81 IMA WORK-
SHOP AND AF/MPXX LETTER, WITH ATTACHMENTS, SAME SUBJECT, UNDATED.
ADDITIONAL AGENDA ITEMS SHOULD BE SENT TO ARPC/DPRM (INFO MPCYC) TO
ARRIVE NLT 22 MAY 81. ATTENDEES SHOULD PLAN ARRIVAL IN LATE AFTER-
NOON OF 8 JUN 81 AS WORKSHOP WILL BEGIN 0800, 9 JUN 81. DEPARTURE
AFTER 1200, 11 JUN 81. NOTIFY MS TRUSLOW, ARPC/CCE, AV 926-4639, OF
BILLETING REQUIREMENTS NLT COB 29 MAY 81. AFMPC PROJECT OFFICER IS
LT COL BRIAN LYTTLE, AV 487-5200. ARPC PROJECT OFFICER IS LT COL ROY
BEAVERS, AV 926-4967.
BT

1947ASG...ACT   2

HQ USAF   8
ACTION MP(1)   (U,F)
INFO   RE(4) MPM(2) FILE CY(1)
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## DEPARTMENT OF THE AIR FORCE
### HEADQUARTERS UNITED STATES AIR FORCE
### WASHINGTON, D.C.

REPLY TO
ATTN OF:  MPXX

SUBJECT:  Minutes of the MAJCOM/SOA Meeting on Individual Mobilization Augmentee (IMA) Program Managment, 3-5 March 1981

TO:  Conferees

1.   AF/MPXX opened the meeting by expressing appreciation to ARPC for hosting the meeting and reaffirmed the critically important role of the MAJCOMs/SOAs in making the IMA program succeed.  Attendees (Atch 8) were reminded that a follow-on Functional Management Inspection (FMI) was being considered for early FY 1982, and that it was imperative that significant strides be made at this meeting in resolving outstanding issues.  An overview of accomplishments since August 1979 was presented.  Emphasis was placed on the Air Force response to the FMI and related policy and procedural changes that have been implemented since the last MAJCOM/SOA meeting of 4-6 March 1980.

2.   The wartime manpower planning process, pivotal to the program's future, was briefed by Lt Col Guy, (AF/MPMX), and key changes to the IMA authorization validation process were explained (changes to AFR 26-1, Volume II, Chapter 3 are summarized in Atch 1).  A meeting will be hosted by AF/MPMX to allocate IMA authorizations for medical, chaplain, and legal professions to MAJCOMs/SOAs.

3.   Lt Col Collins (AF/REP) briefed the programming and budgeting process by which the IMA program is supported.  AF/REX will prepare information guidance on how MAJCOMs/SOAs can properly support their own IMA programs in the programming/budgeting process.  The Air Staff will explore the suggestion that the active force assume Program Element Monitor (PEM) responsibilities in lieu of AF/RE and encourage MAJCOM/SOA support for these IMA PEM areas.

4.   Colonel Hess (ARPC/DPR) gave a comprehensive briefing on a new concept to improve the present assignment/selection procedures for IMAs.  The present system was found to be too slow and cumbersome.  The proposal would centralize the approval of E-6s and below and 0-3s and below at ARPC.  The proposal was accepted by the conferees, however, a written draft will be sent to all MAJCOMs/SOAs for final review and comment.

5.   Lt Colonel Beavers briefed the history and status of the Reserve Supplement Officer (RSO) Program which was eliminated 1 October 1980.  RSO members who had not been retired or reassigned by 1 April 1981 were placed in non-pay status.  However, in a letter of 20 March 1981 AF/REP authorized ARPC to retain members possessing active force shortage skills (maintenance, civil engineering, transportation, and security police) in overage status (as long as training is available) pending a review of IMA authorizations.  These members will be placed in a non-pay status by the end of FY82 if authorizations are not validated.

6.   The on-going FMI of USAF's ability to support Air Reserve Forces (ARF) during/after mobilization was discussed.  As a part of this FMI, IMA response capability will be tested during Exercise CONDOR-REDOUBT (August 1981).

Atch 2

7. The original agenda as planned (Atch 3) was altered for the second day of the conference due to unique circumstances. On 4 March the winter's worst snow storm closed Lowry AFB. As such, the second day of the conference was continued in an informal manner with a majority of the conferees stranded on Lowry AFB. The format was changed to one of discussion of key issues to include the following: Base Mobilization Augmentee Administrator Test (BMAT), IMA personnel administration through the CRPO at the Air Reserve Personnel Center, previous IMA program recommendations (March 1980), and ways to increase the visibility and understanding of the IMA program at all levels.

8. The status of the Base MA Administrator Test (BMAT) was reviewed. Conferees fully endorsed the concept of providing base-level administrative support (10 USC 678 reservists) for individual reservists assigned to active units. They commended Lt Col Brian Lyttle and Mr. Claud Beard for developing the test program, and CMSgt Michael Ortyl, CMSgt Jimmy Ward, SMS Wade Vaughn and SMSgt William Whitehead for their outstanding efforts in identifying and quantifying the base-level workload. It was agreed that the test should be accelerated, and that, if validated, the bases selected for placement or support should be where the Air Force need is the greatest. Manpower (MPMET) will complete their workload evaluations by early April; AF/RE and AFMPC management assessments should be competed by mid-April. A final evaluation and proposal will be submitted to the Air Staff in May. If approved, the program could be implemented as early as July 81.

9. The organizational structure to assist in managing the IMA program was discussed. There was a consensus that the Air Staff IMA Working Group should be retained and formalized with a charter, and that the subcommittee structure should be deleted. The Air Staff IMA Working Group will convene when called by the chair (AF/MPXX) to address future policy issues. An IMA Operational Review Group, co-chaired by AFMPC/MPCY and ARPC/DPRM will assume responsibility for convening future MAJCOM/SOA meetings, the first of which is tentatively scheduled at ARPC in June 1981 to review and resolve outstanding issues. There were items that were not addressed at this meeting due to insufficient time and have been forwarded to AFMPC/MPCY and ARPC/DPRM for discussion at the June meeting.

10. The necessity to entirely review all previous IMA program recommendations from the March 1980 working group was apparent in that no formal minutes had been distributed. Accordingly, all recommendations were reviewed and discussed at length. The majority were found to have been acted upon and some were no longer appropriate. Those requiring further action have been incorporated into the recommendations of this working group (Atch 2). A complete listing of those previous recommendations is at Atch 4. At the request of the conferees the AF/CV letter, AF/IG letter and TIG Brief Checklist have been attached (Atch 5, 6, and 7).

11. A concise summary of the meeting was essential in light of the agenda change and limited participation due to the snow storm. Accordingly, on the last day of the meeting the actions taken since 1979 to improve the IMA program were reviewed as listed in Atch 1. Second, the specific recommendations of the group were presented and approved for staffing as listed in Atch 2. All OPR's identified in Atch 2 should pursue staffing and be ready to provide a written status prior to the June meeting.

12.   The increased involvement of active duty management at all levels including
the MAJCOMs/SOAs and base level is essential to the increasing success of the IMA
Program.  As such, wide dissemination of the results of this meeting is requested
to enhance the understanding and concern for the program.

*Frank A. Roescher*

FRANK A ROESCHER, Colonel, USAF
Chief, Plans Division
Directorate of Personnel Plans

8 Atch
1.  A Summary of IMA Improvements
Since 1979
2.  March 1981 Action Items
3.  March 1981 Agenda
4.  Review of March 1980 Panel
Recommendations
5.  AF/CV letter
6.  AF/IG letter
7.  TIG Brief Check List, 16 Jan 81
8.  Attendees

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## A SUMMARY OF IMA IMPROVEMENTS SINCE 1979

- FMI response prepared in detail

  -- IMA program is an active duty program

  -- MAJCOM/SOA involvement is essential to the success and proper administration of the program

- Air Staff IMA Working Group established

  -- clarified roles and responsibilities

- AFR 26-1, Vol II, Chap 3, IMA Authorizations (in final coordination)

  -- eliminates IMA authorizations to administer other IMAs

  -- positions for national security (national security is still a wartime requirement) authorized above wing level

  -- wartime requirement must be for M-Day

  -- authorizations consolidated with active force wartime requirements

- AFR 28-5, Mobilizaion (change #1 in coordination)

  -- IMAs must be able to be recalled and respond the same as unit members

  -- requires recall/alert systems

  -- IMA colonel recall procedures were streamlined by providing advance authority for recall

  -- requires test of recall procedures

- AFR 30-130 CBPO responsibilities

  -- makes CBPO Customer Service the main focal point for IMAs at base level

  -- the CBPO will:

    --- receive and suspense OERs/APRs

    --- track assigned members and reporting officials

    --- in process and access IMAs in wartime

- AFR 35-33, Command Level Personnel Functions include

  -- manage the program for the command

  -- program MPA/RPA man days

-- support Professional Military Education

-- manage and approve all assignments (under review)

-- insure training is conducted properly

-- insure dissemination of AF policy

-- prescribe command-unique policy

-- establish recall plan

-- assist in recruiting

-- conduct career motivation program

- AFR 35-41, Vol I, Assignments (being staffed)

  -- clarifies and streamlines recruiting/assignment procedures

- AFR 35-41, Vol II, Chap 7, Training

  -- reduced records/paperwork requirement

  -- allows retraining based on overall military and civilian experience

  -- gives MPP responsibility for job proficiency standards and retraining policy

  -- emphasis on utilization vice training

  -- clarifies training responsibility at base level

- AFR 40-910, Screening Key Employees

  -- places greater emphasis on annual screening process

- AFR 45-34, General Officer Management

  -- clarifies selection and assignment procedures

- Base Mobilization Augmentee Administrative Test (BMAT) on-going with excellent progress to date

- RSO program eliminated

- AF/CV letter to MAJCOMs/SOAs

- AF/IG letter to MAJCOMs/SOAs

- IMA checklist in "TIG Brief", 16 Jan 81

- Manpower requirements

-- completely reviewed

-- realigned authorizations -- wartime

-- on-going MANREQ process

- Increased awareness/problem solving

  -- two MAJCOM/SOA workshops

  -- IMA program addressed at the annual Worldwide Readiness Conference

  -- MAJCOM/SOA program initiatives (samples forwarded under separate cover)

- Mobilizations

  -- developed IMA recall system with backup

  -- revised mailgram format

  -- Exercise PAID REDOUBT 80 (first test)

  -- PROUD SPIRIT (second test)

  -- changed O-6 recall procedures

  -- Exercise CONDOR-REDOUBT 81 (planned third test)

- Data system improvements

  -- new base-level products

  -- agreement to expand base-level capability in future

- Increased recruiting emphasis -- points/goals/hard skill credits

- Increased personnel procedural emphasis (OERs/APRs/physicals)

## ACTION ITEMS

| MARKETING/INFORMATIONAL: | OPR |
|---|---|
| - Informational and awareness programs are pivotal to programs' success | All |
| - Insure that IMA program is always addressed as an Active Force program (e.g. PERSFACTS) | All |
| - Share current informational/awareness programs of MAC, AFLC, and AF/HC among all MAJCOMs/SOAs (MAC and AFLC materials will be provided under separate cover) | AF/MPXX |
| - Prepare video tape on IMA authorization validation process and WARMAPS briefing | AF/MPMX |
| - Insure IMA program is addressed in Worldwide Personnel Conference | AF/MPXX |
| - Encourage/invite CRPO participation in MAJCOM/SOA CBPO/Personnel conferences | MAJCOM/SOA |
| - Develop a newsletter to improve communication on administrative issues and share MAJCOM/SOA ideas | ARPC/DPRM |
| - Insure periodic dissemination of IMA program information to base level and supervisors. Recommended vehicles: | MAJCOM/SOA |

  -- CC or DP letters

  -- Command/Agency Newsletters

  -- AF/CV and AF/IG letters

  -- IG checklist

  -- provide information copies to AF/MPXX, AF/REP, AFMPC/MPCY and ARPC/DPRM

| - Involve active duty personnel in the presentation of MAJCOM/SOA briefings on the IMA program to the field | MAJCOM/SOA |
|---|---|
| - Use 16 Jan 81, TIG Brief IMA checklist | MAJCOM/SOA |
| - Use MAJCOM/SOA IG/Personnel teams to emphasize program | MAJCOM/SOA |
| - Be aware of mobilization FMI: Part I April - June 1981, Part II CONDOR - REDOUBT 81 in August | MAJCOM/SOA |

| | |
|---|---|
| - Be aware of follow-on FMI on IMA program early FY82 | MAJCOM/SOA |
| - Prepare item for PERSFACTS or an all-CBPO letter to outline new IMA OER/APR procedures | AFMPC/MPCY ARPC/DPMP |
| - Develop information guidance on how the MAJCOMs/SOAs can support all reserve programs in POM | AF/REX |
| - Support the IMA program in MAJCOM/SOA POM submission | MAJCOM/SOA |

MANPOWER - PERSONNEL ADMINISTRATION:

| | |
|---|---|
| - Provide MAJCOMs/SOAs CBPO Management offices data on overdue OER/APR rates by CBPO | ARPC/DPMP |
| - Identify on OER/APR shell unit of attachment as well as assignment | ARPC/DPMP |
| - Forward photographs to MAJCOMs/SOAs IAW AFR 35-44 | ARPC/XPXX |
| - Clarify procedures for managing IMAs with weight control problems | ARPC/XPS |
| - Place high priority and accelerate if possible base level mini-file | ARPC/DPD |
| - Audit validity of training authentication and provide results to MAJCOMs/SOAs by 1 June 1981 | ARPC/DPMP |
| - Implement physical exam procedures as briefed | ARPC/DPMP |
| - Develop better procedures for flow/maintenance of medical/dental records | ARPC/XPXX |
| -- resolve base level SF 93 problems | |
| - Explore the development of a PALACE FLICK, or an alternative, to address inprocessing requirements in AFR 28-5 and 35-17 | ARPC/XPR AFMPC/MPCY |
| - Pursue standardized policy for command selection folders | ARPC/XP |

POLICY:

| | |
|---|---|
| - Host meeting to review single manager policy and procedures for professions (to include processing of physicals), and address the process of allocating IMA authorizations for professions to MAJCOMs/SOAs | AF/MPXX AF/MPMX |
| - Staff the possibility of MAJCOM requesting AT, ADT, TTAD orders via PTI/PDS from remote terminals to ARPC through AFMPC | ARPC/XPX |

- Examine causes for low percentage of enlisted manning      AF/REP
  and propose solutions

- Accelerate validation of BMAT program (conferees fully      AFMPC/MPCY
  supported the program and commended AFMPC/MPCYX,
  AF/REP and BMAT personnel)

- Upon validation select bases for placement of BMAT      AFMPC/MPCY
  personnel where Air Force need is greatest

- Publish interim message change on OER/APR suspenses      AF/REP
                                                                AFMPC/MPCYO

- Review and develop as required IMA participation      ARPC/XP
  procedures for inclusion in AFR 35-41, Vol I, assignments

- Staff proposed new assignment/recruiting system (concept      ARPC/DPR
  supported by conferees) for inclusion in AFR 35-41, Vol I,
  assignments

- Review training policy that limits IDT to 6 periods      AF/REP
  (3 days) monthly

- Explore suggestion that Active Force assume PEM      AF/MPXX
  responsibilities

ORGANIZATIONAL:

- Formalize Air Staff IMA Working Group      AF/MPXX

  -- develop charter

  -- delete committee structure

  -- meet as required

- Establish IMA Operational Review Group co-chaired by      AFMPC/MPCY
  AFMPC/MPCY and ARPC/DPRM                                       ARPC/DPRM

  -- 1st meeting w/MAJCOMs/SOAs Jun 81

  -- 3 days suggested, and use of the large DPA Conference
     room greatly facilitates discussion

3

MOBILIZATION AUGMENTEE

PROGRAM MANAGEMENT WORKSHOP AGENDA

3-5 Mar 1981

**3 MARCH**

| | | |
|---|---|---|
| 0730-0800 | Bus will pick up in front of quarters | |
| 0815-0845 | Coffee (in cafeteria at Bldg 444) | |
| 0845-0900 | Opening Remarks/ARPC Welcome | MPXX/ARPC |
| 0900-1000 | Recap of March 80 Workshop<br>    Proposals and Responses to FMI | MPXX |
| 1000-1030 | Follow-on FMI | IGR |
| 1030-1045 | Break (in cafeteria at Bldg 444) | |
| 1045-1200 | Requirements Validation | MPMX |
| 1200-1300 | Lunch (in cafeteria at Bldg 444)<br>    Dining Room Reserved | |
| 1300-1330 | Program/Funding | REP |
| 1330-1500 | Assignments/Recruiting | REP(ARPC/DPRM<br>    and AFRES/RS) |
| 1500-1515 | Break (Coffee available in auditorium) | |
| 1515-1600 | RSO Status | ARPC/DPRM |
| 1600-1730 | Mobilization/Exercises<br>    CONDOR-REDOUBT 81<br>    AFR 28-5 | REP/ARPC |
| 1730-1800 | Bus will pick up in front of Bldg 444 | |

**4 MARCH**

| | | |
|---|---|---|
| 0700-0730 | Bus will pick up in front of quarters | |
| 0730-0815 | Coffee (in cafeteria at Bldg 444) | |
| 0815-0900 | Base-Level Briefing | CINCMAC/DPB |
| 0900-1030 | Base Level Support (Training/Supervision) | REP |
| 1030-1045 | Break (in cafeteria at Bldg 444) | |
| 1045-1200 | BMAT Update<br>    AFR 30-130 Discussion of Changes | MPCYX |
| 1200-1300 | Lunch (in cafeteria at Bldg 444)<br>    Dining Reserved | |

MA Program Management Workshop Agenda Cont . . .

| | | |
|---|---|---|
| 1300-1415 | CRPO Issues | ARPC/DPMP |
| 1415-1515 | Other MAJCOM/SOA Issues | MPCYX |
| 1515-1530 | Break (Coffee available in auditorium) | |
| 1530-1730 | To Be Specified | |
| 1730-1800 | Bus will pick up in front of Bldg 444 | |

5 MARCH

| | | |
|---|---|---|
| 0700-0730 | Recommendations and Wrap-Up | MPXX |
| 1030 | DEPART (Team Travel to Andrews) *<br>  Bus will pick up in front of Bldg 444 | |

* Those attendees not scheduled for early departure are invited to continue
  the discussion of Command/Base-Level unique problems with Lt Col Beavers
  and Lt Col Lyltle.

REVIEW OF MARCH 1980 PANEL "A" RECOMMENDATIONS

1. Recommend acceptance of the Base IMA Administrator Test (BMAT)program

   - Further recommend that processing of AF Form 1288's (for assignments) be the responsibility of the IMA administrator

   **COMMENT:** BMAT has been fully developed and test is in being. Test will be completed with results to Air Staff in May 1981, and base level taskings are being reviewed as part of test.

2. The base IMA administrator test and briefed IMA management structure (including the proposed changes to AFR 35-33 and AFM 30-130) is fully supported by the panel.

   **COMMENT:** Conferees agreed.

3. The initiatives described are commendable and should bring about a significant improvement in the area of personnel administration.

   **COMMENT:** Conferees agreed.

4. The panel also recognized, however, that other issues of an operational nature require improvements. Such areas as:

   - Employment and deployment
   - Readiness and mobilization
   - Professional development and quality improvement
   - Other user interactions

Should be considered for initiatives.

   **COMMENT:** New initiatives have accomplished the intent of recommendations. However, continued emphasis and awareness is responsibility of all responsible agencies. In particular, emphasis and awareness is needed in mobilization , participation monitoring, utilization of IMAs, and training of IMAs.

5. There was no consenus on OER flow through the MAJCOM during the base IMA administrator test program.

   - The MAJCOM may still need to be in the loop

   **COMMENT:** Aggressive pursuit of this problem by the CRPO and lengthly discussion with MAJCOM/SOA representatives resulted in numerous recommended actions for improvements.

6. The Reserve focal point should be on the commander's staff at MAJCOM level.

We recommend that MAJCOMs consider this alignment which would serve to enhance:

   - Direct access to the commander on Reserve issues

- Visible evidence of the total force policy
- The ability to cross functional lines

**COMMENT:** Will be retained as MAJCOM/SOA prerogative in interest of command flexibility.

7. Alternative long-term solutions need to be pursued that have prospects of improving the effectiveness of the IMA program -- thus enhancing IMA program viability.

One area to consider is closer alignment of IMA and UNIT (AFRES) programs.

Efforts to improve the IMA program have been positive to date, but further enhancement is necessary.

**COMMENT:** Maj Gen Bodycombe is making 1981 the "year of the IMA" and has initiated a program to provide improved career management for reservists. The IMA program is continuing to receive the highest priority on the Air Staff, and MAJCOMs/SOAs are encouraged to be innovative and forceful in their support of the program. AFRES has shown increased interest and involvement in the IMA as distinguished from the unit programs.

8. A permanent Air Staff focal point for the IMA program should be established. If the Air Staff IMA Working Group is selected as the permanent focal point, a charter should be created for this function to avoid confusion over IMA management responsibilities.

**COMMENT:** The Air Staff Working Group will be retained and formalized.

9. We applaud the efforts of MPM to clearly identify wartime requirements. TOMARR will be especially valuable in this area.

However, the panel recommends the rapid acceleration of the pace for implementation of TOMARR.

**COMMENT:** TOMARR is currently being implemented.

10. Although the agenda stated that IMA program revalidation would be addressed, this was not completely accomplished.

The panel feels that increased emphasis should be place on this area and that a formal game plan established.

**COMMENT:** Program was revalidated by AF/CV in letter of 30 Aug 1980. However, other ways to conduct a more formal program revalidation were discussed.

11. The panel is in strong agreement that a USAF Chief of Staff letter should be written. The letter should contain the following salient points:

- IMA charter
- Active duty involvement, integration, and total force infusion of IMAs
- MAJCOMs as the key player in IMA programs
- MAJCOM focal point for reserve management that orchestrates total force policy

2

- Use of IMAs keyed to qualified mobilization resource, readiness, MAJCOM mission asset, production
- Viable mobilization system
- Plus requirements

**COMMENT:** AF/CV letter was signed 30 Aug 1980.

12. The subcommittee structure established by AF/MPX letter 31 Dec 1979, should be reviewed for its effectiveness. Consideration should be given to formalizing this type of workshop format (MAJCOM/SOA representationl) in order to capitalize on MAJCOM/SOA expertise in the development of improvements in the IMA program.

This operational committee could meet at ARPC.

**COMMENT:** See para 9 of minutes. An IMA Operational Review Group, co-chaired by AFMPC/MPCY and ARPC/DPRM will convene future MAJCOM/SOA meetings.

13. The panel recommends that future IMA workshop meetings be attended by representatives of ARPC functionally managed programs (legal, chaplain, and medical)

**COMMENT:** All were represented at the 3-5 Mar 1981 meeting.

14. The panel endorses the IMA mobilization exercise to be included in REDOUBT 80. It is anticipated that the exercise will serve to highlight any shortcomings in the existing mobilization capability.

**COMMENT:** IMA recall test was successfully tested during REDOUBT 80; procedures were also tested during PROUD SPIRIT, and will be testedonce again during CONDOR REDOUBT 81.

## REVIEW OF MAR 1980 PANEL "B" RECOMMENDATIONS

1. OER - distributuon.

OER/APR should be distributed directly to the base, tied in with the proposed change to AFR 30-130.

Consensus that the recommended change to AFR 30-130 regarding OERs/APRs is a good change. Recommend that OER/APR shells be distributed directly to the CBPO and that MAJCOMs/SOAs supplement appropriate directives to accommodate internal policy.

**COMMENT:** Procedure has been implemented.

2. Do not concur with the recommendation to tie the OER/APR with the annual tour as the trigger for the reporting cycle.

**COMMENT:** Subject will be reconsidered at next MAJCOM/SOA meeting tentatively scheduled for Jun 1981.

3. Process and effectiveness of selection in screening needs to be reviewed. Career management should continue as a MAJCOM responsibility.

**COMMENT:** Revised selection/screening process is currently being coordinated with MAJCOMs/SOAs.

4. Screening process for assessing new IMAs into program. As a minimum, the MAJCOM Reserve Affairs office should pull an appropriate RIP or series of SURFs for a quality control check. Where and when appropriate, personal interview should be conducted with a training supervisor and/or base level IMA manager.

   **COMMENT:** Revised selection screening process is currently being coordinated with MAJCOMs/SOAs.

5. Recommend ARPC staff the possibility of MAJCOM requesting AT, ADT, TTAD orders via PTI/PDS from remote terminals to ARPC through AFMPC. Order would be held in suspense and ARPC/DPRM notified via TR. DPRM would make go/no go decision on request, orders would then be computer produced. Mail time and typing would be considerably reduced as would paperflow.

   **COMMENT:** ARPC action item for next meeting.

6. Recommend adapting the proposed Mobilization Augmentee Management Structure and the Base IMA Administration Test.

   **COMMENT:** Test will be completed and results to Air Staff 1 May 81.

7. The panel reaffirms the need to be able to cross train in the IMA program based upon significant qualifications as a result of civilian education, experience, or prior service. Recommend ARPC develop authoritative guidance to the field to structure the retraining program for personnel.

   **COMMENT:** Reference para 7-5, AFR 35-41, Vol II, Chap 7.

MOBILIZATION:

8. Issues to be addressed: Alternative methods of dispatch of authority for mobilizations (orders) when normal communication are not available.

   **COMMENT:** Telephone alerts are followed up by Mailgram and hard-copy orders in regular mail, plus public media.

9. Transportation needs of the individual.

   **COMMENT:** Revised orders format will include commercial transportation priority; ARPC is being tasked to pursue GTR as part of orders format.

10. Recommend that the OPR for the IMA program be established as an assistant to the Deputy Chief of Staff/Personnel as Assistant for Mobilization Augmentee Program and that this position be established as a statutory tour officer position grade of O-8. (AF/MPR)

    **COMMENT:** Considered but opted instead for present structure outlined in FMI response.

11. CSAF Letter Content

OPR

Recognition of program validity and the need for firm management, active force functional manager involvement.

MAJCOMs/SOA role in making program work and their responsibility.

**COMMENT:** AF/CV Letter was prepared and signed 30 Aug 1980.

12. IMA Training Philosophy.

Each IMA position should require either skill oriented or job oriented training. Skill oriented training requires specific job knowledge which can be performed relatively independent of the work center environment. Job oriented training requires specific job knowledge and work center unique procedural and skill knowledge.

Skill oriented IMA positions can perform duty wherever it can be provided closest to the reservists home.

Job oriented IMA positions must perform, at a minimum, the annual tour at the office of assignment.

As a first cut approximation, NCO IMA positions should be skill oriented. Officer IMA positions should be job oriented.

**COMMENT:** Proposal is currently being coordinated with MAJCOMs/SOAs.

13. IMA Assignment Policy.

Approval of Officer IMA assignments should be made by the MAJCOM.

Automatic assignment by ARPC of pre-screened NCO's shall be accepted by MAJCOMs, with the understanding that an assignments can quickly be terminated if required.

**COMMENT:** Revised selection/assignment process is currently being coordinated with MAJCOMs/SOAs.

14. Organizational Placement of the Senior Statutory Tour Officer (265) within MAJCOMs.

AFR 45-22 should be changed to direct that the Mobilization Assistant to the MAJCOM Commander, and the senior 265 officer report to the Office of the Commander. Other assigned 265 officer(s) can be assigned to functional areas, preferably at the DCS or the Director level.

The MAJCOM Commander, the IMA to the Commander, and the Senior 265 Officer are the most important people to managing a successful MAJCOM IMA program. They should work as a close knit team, following a single chain of command. In practice, many MAJCOMs have the Senior 265 Officer report to the DCS/P while the IMA to the commander reports to CC of CV. AFR 35-33 encourages this.

However, this is poor organizational design and can be ineffective.

**COMMENT:** AFMPC/MPCY is OPR. Regulation is currently under revision, but this authority will remain with MAJCOMs/SOAs.

**DEPARTMENT OF THE AIR FORCE**
OFFICE OF THE CHIEF OF STAFF
UNITED STATES AIR FORCE
WASHINGTON, D.C. 20330

REPLY TO
ATTN OF: AF/CV

3 0 AUG 1980

SUBJECT: The Future of the Mobilization Augmentee (MA) Program

TO: ALMAJCOM-SOA/CC

1. In response to a comprehensive inspection of Air Force Management of Air Force Reserve Mobilization Augmentees (MAs), Air Staff and major command representatives reviewed the entire MA program. The review reaffirmed the need for qualified MAs to augment active force organizations in wartime. It concluded that Major Commands and Separate Operating Agencies must retain responsibility for operation of their MA programs within overall Air Force policy guidance. The review also concluded that MA programs can be made more effective. Therefore, training guidance has been clarified, improved base-level administrative support is being provided, and a working group has been established to oversee the program and schedule periodic conferences with your representatives to exchange ideas and review the program's progress.

2. I am asking Commanders to insure IMA authorizations are required to support a war or national emergency and to insure supervisors understand their responsibility to train MAs in their wartime skills. Equally important, Commanders must insure contingency plans include provisions for mobilization and utilization of MAs. The MA provides a cost-effective answer to selected wartime requirements, and I solicit your personal support to insure that this growing program provides wartime augmentation that is required, mission ready, and immediately available.

ROBERT C. MATHIS
General, USAF
Vice Chief of Staff

*Col Freeman*

DEPARTMENT OF THE AIR FORCE

IG

2 2 SEP 1980

The Mobilization Augmentee Program

ALMAJCOM-SOA/CV

1. The Vice Chief of Staff, in a recent letter to Major Command/Separate Operating Agency commanders, provided a summary of those facets of the Mobilization Augmentee Program needing attention.

2. The MA Program represents a very important and potentially large source of experienced personnel augmentation to the Air Force. It is important that planners and supervisors at all levels recognize that the success of this program is primarily an active Air Force responsibility. Effectiveness can be realized only when active duty supervisors understand and discharge their roles in the management and training of this resource.

3. There will be a follow-on inspection of the MA Program in mid-CY 1981 time frame. The effort will be directed toward (1) determining MAJCOM/SOA implementation of the guidance that has been provided and (2) reviewing management action taken by the commands in refining and enhancing their programs.

4. MAJCOM support and attention are prerequisites to a viable MA Program. The IG staff is ready to assist in any way you might require.

HOWARD W. LEAF
Lieutenant General, USAF
The Inspector General

## INSPECTOR'S SECTION
### IS THE MISSION BEING ACCOMPLISHED?

# INDIVIDUAL MOBILIZATION AUGMENTEE (IMA) PROGRAM CHECKLIST

The Mobilization Augmentee (MA) Program (Category B) is the largest of the individual Reserve programs. There are approximately 8,720 MAs who train with active duty units Air Force-wide. They train with their active duty supervisors 1 day per month and serve a 2-week active duty training period yearly. Program administration is shared by the Major Commands and the Air Reserve Personnel Center (ARPC). The ARPC consolidated base personnel office is responsible for personnel administration. Requirements validation, training, and tasking are accomplished by the Major Commands and Separate Operating Agencies.

The following checklists are provided to assist you in the management and administration of this resource:

INDIVIDUAL MOBILIZATION AUGMENTEE (IMA) PROGRAM CHECKLIST FOR MAJCOMs/SOAs

1. Are the Air Reserve Forces Mobilization Programs being monitored? (line 2, table 2, AFR 35-33)

    a. Has a focal point for mobilization been established within the HQ staff to coordinate issues relating to placing M-day-gained forces (units and MAs) on extended active duty? (para 1-4g(2)(a), chap 1, part 1, AFR 28-5)

    b. Have procedures to test mobilization plans during annual Management Effectiveness or Operational Readiness Inspections been developed? (para 1-4g(2)(b), chap 1, part 1, AFR 28-5)

    c. Has a mobilization plan for assigned Mobilization Augmentees been developed, published, and periodically tested? (para 1-4g(2)(c), chap 1, part 1, AFR 28-5)

    d. Does the MAJCOM/SOA have an alert system for assigned IMAs? (AFR 28-5)

2. Has the MAJCOM/SOA established, and is it providing, the opportunity for IMAs to participate in the command Reserve Forces Policy Council? (line 3, table 2, AFR 35-33)

3. Are IMA authorizations justified and validated annually in accordance with chapter 3, volume II, AFR 26-1?

    a. Is the IMA requirement supporting a war or contingency plan? or

    b. Does the IMA authorization support the National security?

    c. Have TOMARR (total manpower requirements and resources) codes been added to all File Part C authorizations?

    d. Does your File Part C authorization detail agree with HQ USAF/MPM allocation?

    e. Have the surge and sustained wartime man-hour availability factors been applied to existing active duty authorizations prior to requesting IMA spaces?

4. Does the MAJCOM/SOA MANREQ (manpower requirement) exercise show shortages or untasked authorizations in the specific Air Force specialty codes (AFSCs) that are included in the IMA program?

    a. Did the last MANREQ Phase III (annual IMA review) delete any IMA authorizations that were in AFSCs that MANREQ Phase II indicated untasked authorizations?

    b. Are any IMA authorizations justified on the following:

        (1) Augmentation solely for the accomplishment of peacetime tasks and missions?

        (2) Increases to solve peacetime manning shortages?

        (3) Operational attrition losses on or after D-Day?

## INSPECTOR'S SECTION
IS THE MISSION BEING ACCOMPLISHED?

(4) Personnel needs to replace military personnel projected to be unavailable for duty on D-Day (leave, hospitalization, PME, etc.)?

(5) Replacements for Department of the Air Force (DAF) civilians who are Ready Reservists of the Military Services?

(6) Activities solely in support of survival, recovery, and reconstitution of an Air Force organization?

(7) Nonavailability of a peacetime manning source?

5. Are the officer and airman promotion programs being effectively managed and administered? (line 6, table 2, AFR 35-33)

a. Are officers considered for position vacancy promotions and recommendations submitted in a timely manner? (AFR 36-11)

b. Are officer Reserve Officers' Personnel Act (ROPA) promotion eligibility rosters being screened? (AFR 36-11)

c. Are eligible and deserving airmen being promoted? (AFR 39-29)

6. Is the Reserve Affairs office receiving and using management reports for the MA Program; i.e., Strength, Training, and Inspection Reports? (line 7, table 2, AFR 35-33)

7. Is MA information being provided for publication in the command personnel bulletin? (line 8, table 2, AFR 35-33)

8. Is there an effective management system to monitor and control military personnel appropriation (MPA) and Reserve personnel appropriation (RPA) man-days? (line 9, table 2, AFR 35-33)

a. Are RPA man-days being used to support valid training requirements?

b. Are MPA man-days being used to effectively support the active duty mission requirements?

9. Is the command Air Force awards and decorations program in regard to IMAs be-

ing monitored? (line 10, table 2, AFR 35-33)

10. Is the Professional Military Education (PME) program (for the Reservist) being supported? (line 11, table 2, AFR 35-33)

a. Do all in-residence PME applications flow through the MAJCOM/SOA for attendance recommendation?

b. Are MAs encouraged to participate in ECI (Extension Course Institute), seminar PME programs?

11. Are MA assignments and attachments being managed and approved to insure the quality of assigned and the ability of the unit to provide adequate training? (line 12, table 2, AFR 35-33)

a. Are adequate quality control reviews being made at MAJCOM/SOA regarding IMA assignments and attachments?

b. Are unfavorable Air Reserve Personnel Center (ARPC) quality control findings receiving appropriate consideration?

c. Are IMAs being trained and used in their duty Air Force specialty codes (DAFSCs)?

d. Do IMAs possess fully qualified AFSCs or possess the prerequisites for assignment to career fields?

12. Is MAJCOM/SOA providing priority recruiting requirements to Air Force Reserve (AFRES) recruiters? (line 13, table 2, AFR 35-33)

13. Is the command insuring and monitoring the proficiency training and participation of Mobilization Augmentees? (line 14, table 2, AFR 35-33)

14. Is Air Force Reserve policy regarding MA management being disseminated? (line 16, table 2, AFR 35-33)

15. Is Major Command unique policy being prescribed on Reserve matters? (line 17, table 2, AFR 35-33)

# INSPECTOR'S SECTION
## IS THE MISSION BEING ACCOMPLISHED?

16. Is the Major Command assisting in the management of senior officer MAs? (line 18, table 2, AFR 35-33)

17. Is the Major Command conducting a career motivation program for MAs? (line 19, table 2, AFR 35-33)

18. Is the MAJCOM/SOA insuring consolidated base personnel offices (CBPOs) within the command fully support the MA Program? (chap 2, vol I, AFM 30-130)

19. Are MAJCOM staff assistance and IG teams being augmented with qualified personnel as required? (line 20, table 2, AFR 35-33)

20. Is the MA Program being managed to provide a trained wartime resource? (line 1, table 2, AFR 35-33)

   a. Is assistance being provided in resolving any MA support difficulties? (line 5, table 2, AFR 35-33)

MOBILIZATION AUGMENTEE PROGRAM CHECKLIST FOR CBPOs

1. Is DPMAC the CBPO focal point for MAs? (table 10-1, line 12, vol I, AFM 30-130)

2. Are Airman/Officer Classification Actions (DPMPC), OJT Actions (DPMPO), and Testing Service (DPMPP) being provided to all locally assigned/attached MAs when requested by the APRC/DRPO? (chap 2, vol I, AFM 30-130)

3. Is DPMAC verifying the proper unit of assignment/attachment on all MAs on base? (chap 2, vol. I, AFM 30-130)

   a. Is DPMAC assisting the MAJCOMs in determining the training attachment for attached MAs?

4. Are commanders and supervisors being provided strength and personnel information as required from data contained in the monthly Augmentee Strength Report? (chap 2, vol I, AFM 30-130)

5. Is DPMAC accomplishing and verifying ID cards on Reservists and their dependents? (chap 2, vol I, AFM 30-130)

6. Are Emergency Data Records being reaccomplished when requested (DPMAC)? (chap 2, vol I, AFM 30-130)

7. Are awards notifications on MAs being forwarded to the supervisors when requested and are responses monitored? (DPMAP) (chap 2, vol I, AFM 30-130)

8. Is DPMAC assisting in accomplishing enlistment/reenlistment action when requested? (chap 2, vol I, AFM 30-130)

9. Is DPMAC providing the MAJCOMs the name, grade, Social Security account number (SSAN), personnel accounting symbol, and unit of the officer or airman selected to serve as the reporting official for the attached MAs? (chap 2, vol I, AFM 30-130)

10. Is DPMQE receiving and suspensing OERs/APRs on MAs? (chap 2, vol I, AFM 30-130)

11. Has DPMUM prepared CBPO to process and access MAs to active duty upon mobilization? (chap 2, vol I, AFM 30-130)

12. Does DPME have on file a current copy of volumes I, II, III, AFR 35-41, and AFR 28-5?

UNIT SUPPORT FOR MOBILIZATION AUGMENTEE PROGRAM

1. Are AF Forms 2095 being properly and timely processed? (para 18-11, vol I, AFM 30-130)

2. Do MAs meet the dress and appearance standards of AFR 35-10 prior to being allowed to take part in any pay or point gaining activities? (para 1-2, vol II, AFR 35-41)

3. Are MAs maintaining their weight and physical condition within AFR 35-11? (para 1-5f, vol II, AFR 35-41)

## INSPECTOR'S SECTION

IS THE MISSION BEING ACCOMPLISHED?

4. Is inactive duty training for Mobilization Augmentees (MAs) being planned by the member and the immediate supervisor to cover the next year period in quarterly/half year increments? (para 4-3a, vol II, AFM 35-41)

5. Has the unit of assignment given the unit of attachment sufficient information about the MA's mobilization position to make appropriate training possible? (para 4-5, vol II, AFR 35-41)

6. Have training supervisors been appointed for all MAs?

7. Is the present rating official in the Automated Personnel Data System (APDS) file current?

8. Does each MA have a supervisor who insures that the MA is given meaningful tasks that maintain proficiency in assigned wartime duty position? (para 7-2, AFR 35-41)

9. Does the unit of assignment and the unit of attachment maintain a training folder for officers and enlisted members? (para 7-2, AFR 35-41)

10. Does the training folder include the following key items: (para 7-6, AFR 35-41)

   a. Full name, grade, SSAN, and AFSC, plus additional trainer or trainee data required for enlisted personnel? (AFR 50-23)

   b. A wartime job description related to member's AFSC and to the unit of assignment?

   c. A copy of all current personnel classification actions and actions designating supervisors? These actions are to be documented on AF Form 2095, "Assignment/Personnel Action," and/or AF Form 2096, "Classification/On-the-Job Training Action." (vol I and II, AFR 30-130)

   d. If a member is attached to a unit, authority for the attachment (AF Form 2095)?

   e. An outline of training or proficiency duty projected for (as a minimum) the next quarter?

   f. A record of training that the MA has received?

   g. A copy of orders for the last annual, special, and school tours?

   h. Copies of AF Form 40a, "Authorization for Individual Inactive Duty Training." Are they retained until the member receives AF Form 526 and reconciles the points credited for retention and retirement?

11. Has each MA been counseled by the training supervisor about specific tasking and responsibilities for each inactive duty training (IDT) and annual training (AT) period, testing, classification, and individual responsibilities to accomplish applicable personnel actions, i.e., immunizations, photographs, physicals? (para 7-4, AFR 35-41)

12. Are active duty tour order requests being forwarded to arrive at the orders-issuing authority 30 days before tour start date? (AFR 35-41)

13. Are AF Forms 458 and 40a being forwarded to the ARPC/CRPO within 48 hours after completion of training? (AFR 35-41) ■

## BASE INSPECTION QUESTIONNAIRE: PARTICIPANTS SPEAK UP—AFISC

Feedback we've received from some participants in the Base Inspection Questionnaire (BIQ) Survey Program indicates that they are hesitant about participating in Air Force surveys for many reasons. One reason is that once the completed surveys are sent back to the base survey control officer, one rarely hears about them again. It seems these people are wondering, and rightfully so, if any-

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IMA Program Mgt Workshop

| NAME | GRADE | ORGAN/SYMBOL | TEL # AUTOVON |
|------|-------|--------------|---------------|
| Thielen, Thoralf T. | M Gen | AF/HC | 297-4815 |
| *Rogers, Alan V. | Col | AF/MPXX | 227-7005 |
| Breeden, Earnie K. | Col | AFAFC/MP | 926-7112 |
| Freeland, John R. | Col | AFSC/MPB | 858-3388 |
| Handley, Philip W. | Col | TAC/DPX | 432-3660 |
| Hess, Robert C. | Col | ARPC/DPR | 926-4801 |
| Hurlbut, Patrick B. | Col | MPCYR | 487-6047 |
| Johnson, Heinz H. | Col | ESC/CF | 945-2482 |
| McHaffie, John C. | Col | AFESC/RE | 970-6468 |
| McLaughlin, Paul G. | Col | MAC/DPB | 638-4916 |
| Orme, David | Col | AF/MPMR | 227-1086 |
| Dilworth, David | LTC | ATC/DPB | 487-2562 |
| Bates, James M. | LTC | AFRES/RS | 468-5013 |
| Beavers, Roy K. | LTC | ARPC/DPRM | 926-4967 |
| Castro, Oswald M. | LTC | 10 AF/RS | 685-3161 |
| Collins, Tom | LTC | AF/REPX | 225-4116 |
| Forker, Alan M. | LTC | ARPC/DPMP | 926-3596 |
| Freeman, Bill | LTC | AF/MPXX | 227-7005 |
| Graham, Norman D. | LTC | SAC/DPB | 271-3502 |
| Guy, Al | LTC | AF/MPMX | 227-4525 |
| Kerr, Nelson R., Jr | LTC | AF/JAER | 224-3021 |
| Lyttle, Brian D. | LTC | MPCYX | 487-5926 |
| Praeger, Ralph B. | LTC | PACAF/DPX | 449-4217 |
| Warner, James A. | LTC | AFIS/RE | 354-4747 |
| McCloud, Michael L. | LTC | AFISC/IGF | 876-7013 |
| Tole, George E. | LTC | AFOSP/SPPA | 244-9613 |
| Kraai, Gary A. | MAJ | AFIS/RE | 354-4768 |
| McCausland, Orbin J. | MAJ | ARPC/SG | 926-4911 |
| Peterschmidt, James J. | MAJ | USAFA/RR | 259-2640 |
| Pierce, James E. | MAJ | AFRES/RSO | 468-6228 |
| Pond, Betty | MAJ | ARPC/DPFP | 926-4857 |
| Rhyne, Jerry L. | MAJ | AF/HCR | 297-4815 |
| Haltman, Harry P. | MAJ | 56CSG/DPM | 968-3618 |
| Keller, Robert L. | MAJ | AFISC/IGAP | 876-3601 |
| Kaiser, Gerald | CPT | ARPC/DPRS | 926-4847 |
| Peterson, Mike | CPT | TACOPS/DPXR | 432-4725 |
| Blaser, John R. | CPT | HO AFCC/RF | 638-2231 |
| Wetzel, Karen J. | CPT | ATC/DPB | 487-2562 |
| Francis, Mary K. | 1LT | ESC/DPB | 945-2774 |
| Cribbs, Willaim A. | 1LT | AFIS/RE | 354-2938 |
| Wright, Irene E. | 2LT | USAFA/DPX | 259-2162 |
| Campbell, Thomas J. | CMSGT | 1947ASG/DMPC | 225-2800 |
| Ortyl, Michael J. | CMSGT | 56CSG/DPMMA | 968-3106 |
| Ward, Jimmy D. | CMSGT | 1947ASG/DMPCMA | 225-5292 |

| NAME | GRADE | ORGAN/SYMBOL | TEL # AUTOVON |
|---|---|---|---|
| Merryman, John R. | SMSGT | AFISC/DP | 876-5603 |
| Donovan, John D. | SMSGT | ARPC/DPRR | 926-4582 |
| Ostrott, Neil M. | SMSGT | AFOSI/DPB | 297-4594 |
| Reardean, Frank W. Jr | SMSGT | 10AF/RS | 685-3161 |
| Vaughn, Wade O. | SMSGT | 67CSG/DPMMA | 685-3811 |
| Whitehead, William J. Jr | SMSGT | 375ABG/DPM(MA) | 638-4264 |
| Contreras, Charlie | MSGT | AFAA/DPM | 876-4591 |
| Escher, David H. | MSGT | TAC/DPXPR | 432-5101 |
| Simmons, Andrew | MSGT | AFCC/DPB | 638-4916 |
| Hanni, B.C. | TSGT | ARPC/DPRM | 926-4967 |
| Beard, Claud M. | CIV | AF/REP | 225-6220 |
| Berky, Linda | CIV | ARPC/DPRML | 926-4965 |
| Bohner, Fred V. | CIV | AF/REX | 227-7023 |
| Carter, Patrick R. | CIV | AFLC/DPB | 787-4227 |
| Gleason, Betty | CIV | ARPC/DPRM | 926-4965 |

* Chairman